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For action

Review of the consideration and approval process of country programme recommendations

Summary

At its first regular session in February 1995, the Executive Board established new procedures for the consideration and approval process of country programme recommendations (E/ICEF/1995/9/Rev.1, decision 1995/8. The decision also called for a review of the arrangements in 1998, and the present report responds to that request.

Following a brief introduction, the report describes the process of implementing the decision and experiences that have emerged as a result. It includes summaries of the themes and issues relative to country notes, mid-term reviews of country programmes and major programme evaluations on which the Executive Board has shared comments during the past three years. The secretariat's efforts to follow-up on sharing those comments and exchanging views with its country and regional offices, cooperating Governments and other development partners also are contained in the report. A draft recommendation for Board consideration and approval is contained in paragraph 43.

* E/ICEF/1998/12.

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I. Introduction

1. The present report reviews the experiences of UNICEF during the three-year period 1996-1998 with respect to implementation of Executive Board decision 1995/8 (E/ICEF/1995/9/Rev.1) on the preparation and approval of country programmes and on reporting to the Executive Board on country programme mid-term reviews (MTRs) of implementation performance and major programme evaluations.

2. Decision 1995/8 established a new procedure in the country programme approval process. For a regular country programme, defined as a planned programme cycle of four or more years, the secretariat, in consultation with the cooperating Government, prepares a country note. This note informs the Board at an early stage of the preliminary ideas regarding the mix and weight given to programme strategies and priorities. The Board reviews and comments on the country note as a basis for completion of the country programme preparation process.

3. The secretariat updated the guidelines on the country programme preparation and approval process and the country programme MTR in 1995. Subsequently, and in connection with the UNICEF Management Excellence Programme (MEP), further improvements in the guidelines related to the country programme process have been under way since June 1997, and the planned decentralization of support and oversight in support of the country programme process from headquarters to regional locations has been completed.

4. Improvements in the country programme process also reflect linkages with efforts to strengthen the quality of United Nations operational activities at the country level. These include the development of the Common Country Assessment (CCA) by the Joint Consultative Group on Policy (JCGP); recognition of the importance of coordination at the field level as established in General Assembly resolution 47/199 of 22 December 1992; and, most recently, the initiative to establish the United Nations Development Assistance Framework (UNDAF) at the country level, initially through a pilot exercise which involves 18 countries. An assessment of the pilot country experiences will be completed by December 1998. It is anticipated that the results of the pilot phase will contribute to further harmonization and streamlining of the country programming processes of the United Nations funds and programmes.

5. During the period 1996-1998, the secretariat has presented to the Executive Board one of the following documents for some 103 country programmes: a country note; a country programme MTR summary; or a report on a major programme evaluation. Together, this covers about 64 per cent of the total of 161 country programmes of cooperation for children and women.

6. The present report details the implementation measures undertaken during 1996-1998 with regard to the following: (a) regular country programmes that underwent programme preparation during 1996-1998, (b) country programme MTRs for regular country programmes completed during 1996-1998; and (c) major programme evaluations presented in summary form for the review and comments of the Executive Board during 1997-1998. It also reviews the experiences gained thus far with respect to (a) continuing dialogue between the Board and the secretariat during the implementation phase, based on the Board's review of programme documents; and (b) major linkages developed and strengthened between MEP and measures to implement the provisions of the decision.

II. The implementation process

7. On 30 March 1995, the UNICEF secretariat formally informed all UNICEF offices (country, regional and headquarters) that implementation of decision 1995/8 would commence with regular country programmes, which the Executive Board would review and comment on at its first regular session in 1996. The secretariat also communicated that the Board would review and approve the final country programme recommendations (CPRs) at its third regular session in September 1996. All offices were advised that a country note would not be required for short-duration (three years or less) "bridging" programmes.

8. In addition, the secretariat provided similar guidance to all UNICEF offices regarding implementation of the provisions related to reporting on country programme MTRs, underscoring that they were already part of the country programme process. Under the new procedure, ongoing country support programmes that were approaching the half-way mark in the programme cycle would be required to submit a brief report on MTRs to the Executive Board. The guidelines also advised that the country offices and the cooperating Governments should, ideally, schedule MTRs in such a way as to enable the secretariat to present the results to the Board at its second regular session which, at that time, was held in March. The reports on MTRs would provide an

opportunity for country offices to be more systematic in producing a written record of the MTR with the Government. More detailed guidance on the suggested contents of the country note and reports on MTRs also were shared with all UNICEF field offices.

9. A key feature of the guidance related to the country programme process is the principle that the cooperating Government has a major role in the scheduling of all events in the country programme process in the areas of preparation, implementation, and monitoring and evaluation. In light of this, the timing of country programme preparation is related, first and foremost, to the Government's national development framework, whether in the form of a plan, programme period or budget cycle. As the cooperating Government has the responsibility for implementation of country programme activities to benefit children and women, it also has the responsibility for the timing of the country programme MTR, which usually takes place at the mid-point of the country programme cycle. In comparison, the timing as well as the subject of major programme evaluations varies from country to country based on need. However, some evaluations are linked with the timing and focus of the country programme MTR.

10. Taking these factors into account, the following three tables present the numbers of country notes, MTRs and major programme evaluations by region that were submitted to the Executive Board during the period 1996-1998.

Table 1. Country notes, 1996-1998*

Region	*Number*			
	1996	*1997*	*1998*	*Total*
Eastern and Southern Africa	8	0	2	10
West and Central Africa	7	3	4	14
Americas and the Caribbean	12	3	1	16
East Asia and the Pacific	3	2	2	7
South Asia	3	1	2	6
Middle East and Northern Africa	5	1	1	7
Central and Eastern Europe, the Commowealth of Independent States and the Baltic States	2	0	0	2
Total	**40**	**10**	**12**	**62**

* The names of the countries are contained in annex I.

11. A total of 62 country notes were presented to the Executive Board during 1996-1998, which represents approximately 39 per cent of some 161 country programmes of cooperation for children and women. During the same period, an additional 44 CPRs which did not require accompanying country notes were approved by the Board in the following categories: 32 for short-duration country programmes; 8 for additional general resources for already approved country programmes; and 4 for additional supplementary funding for already approved country programmes, known as "stand-alone" supplementary funding proposals.

Table 2. Country programme mid-term reviews, 1996-1998*

Region	*Number*			
	1996	*1997*	*1998*	*Total*
Eastern and Southern Africa	1	3	2	6
West and Central Africa	4	3	2	9
Americas and the Caribbean	1	4	2	7
East Asia and the Pacific	2	3	0	5
South Asia	3	1	0	4
Middle East and Northern Africa	3	1	0	4
Central and Eastern Europe, theCommowealth of Independent States and the Baltic States	0	0	8	8
Total	**14**	**15**	**14**	**43**

* The names of the countries are contained in annex II.

12. The 43 country programme MTRs presented to the Executive Board during the period 1996-1998 represent about 27 per cent of the 161 country programmes of cooperation. An internal review of the UNICEF country programme management plan (CPMP) process usually accompanied these programme reviews so that any adjustments in the focus on the country programme strategy could be factored into the CPMP process.

Table 3. Major evaluations reported during 1997-1998*

Region	*Number*		
	1997	*1998*	*Total*
Eastern and Southern Africa	3	4	7
West and Central Africa	16	14	30
Americas and the Caribbean	6	8	14
East Asia and the Pacific	2	5	7
South Asia	7	5	12
Middle East and Northern Africa	2	5	7
Central and Eastern Europe, the Commowealth of Independent States and the Baltic States	0	7	7
Total	**36**	**48**	**84**

* A summary profile of the subject matter of the major evaluations is contained in annex III.

13. As noted above, some 84 major evaluations have been reported during 1997 and 1998. However, no reporting was undertaken in 1996 as it was necessary for the secretariat to undertake internal consultations with regard to the criteria and mechanisms to be employed for the selection of major evaluations, as well as

for the subject matter to be included in the reports to the Executive Board.

III. Emerging experiences

14. The measures taken to implement decision 1995/8, which are dynamic and continue to be a challenging work-in-progress for the secretariat, are interrelated with three principal factors: (a) the importance of the Board's comments on the positive attributes as well as areas for improvement in the country notes, MTRs and major programme evaluations; (b) key initiatives emanating from the UNICEF MEP; and (c) United Nations initiatives such as the establishment of UNDAF, with its important programmatic implications for operational activities at the country level; the earlier work of JCGP, especially that related to programme harmonization and the CCA; and improving the functioning of the resident coordinator system.

15. Implementation measures, as a whole, are reaffirming the key role of the Government and other national partners in assuming primary responsibility for the formulation of the country programme of cooperation. In this respect, there are several types of challenges which Government-UNICEF collaboration has been addressing.

16. An important opportunity exists in a number of countries to strengthen the linkage between the preparation of the country programme of cooperation and national efforts to implement the principles of the Convention on the Rights of the Children and the provisions of the Convention on the Elimination of all Forms of Discrimination against Women. In several instances, the country programme preparation process also focuses, by-and-large, on national priorities related to sustainable achievement of the World Summit goals for children as well as related goals of other international conferences such as the International Conference on Population and Development, the World Summit for Social Development and the Fourth World Conference on Women. Such a focus also has the potential to facilitate field-level coordination as outlined in General Assembly resolution 47/199.

17. Another challenge is to strengthen the linkage of the country programme preparation process with the Government's overall efforts to include, in a coordinated manner, all types of assistance and cooperation in its development process. Some Governments have invited the wider participation of local as well as additional national government units in the entire preparation process. They also have broadened the scope of the participation of others, including other United Nations system organizations, multilateral and bilateral donors, non-governmental organizations (NGOs) and bilateral donors, who are cooperating with the country in its efforts to improve the situation of children and women.

18. Some national authorities are giving more priority to the improved coordination of all types of external assistance and linking this overall effort with the preparation process for the country programme of cooperation. Examples include sectoral improvement programmes (SIPs) and sector-wide approach programmes (SWAPs), particularly in the fields of health and education. In other instances, national and local government policies aim to increase the participation of civil society, including NGOs, in national development activities.

19. Occasionally, national authorities and UNICEF are able to plan cooperation for children and women in a manner that more firmly links it with national social development priorities. As this pattern continues to become more prominent in a greater number of countries, some Governments and United Nations system organizations at the country level will be able to strengthen mutual support and prevent virtually any inappropriate programmatic duplication.

20. During the last three years, there were also a number of country programme situations, involving both regular as well as "bridging" programmes, which saw the problems of children and women become more serious due, for example, to significant economic problems and armed conflict. In several cases, UNICEF country representatives, using both the provisions of decision 1995/8 and other programme guidance, have been able to undertake effective, timely consultation with national authorities and other cooperation partners to make timely and appropriate adjustments to the country programme strategy. Government-UNICEF cooperation has been employing the following three mechanisms to respond appropriately to rapidly changing situations of children and women: rapid programme assessments on an "as needed" basis; annual programme reviews; and the country programme MTR. Such approaches are in keeping with the "triple A" programme approach comprised of assessment, analysis and action.

21. Through MEP, the secretariat also has introduced improved internal procedures that facilitate the efforts of country offices to take a more coordinated approach in the preparation of the three elements of a country programme of cooperation for children and women.

programme design; the CPMP; and the integrated budget. Combined with decentralization to the regions of the responsibility and accountability for support and oversight of the country programme process, this more coordinated approach contributes to the secretariat's efforts to assure that the proposed country programmes are planned in a more systematic way. It also aims to address the important principle that country programmes should be based on, among other things, programmatic and management lessons learned at the country level as well as realistic estimates of income from general resources and supplementary funds.

22. In line with MEP priorities that headquarters will provide more effective leadership and guidance, a number of initiatives have been completed since 1995 or are under way which relate to country programme preparations, MTRs and evaluations. In the area of programme guidance, Programme Division has had widespread participation with country, regional and headquarters offices and divisions in the preparation of: (a) new guidelines on a human rights approach to UNICEF programming for children and women and on the preparation of multi-country supplementary-funded programmes related to regional or interregional themes, such as education for girls, and subregional themes, such as the Programme for the Andean Region; (b) revised and improved guidelines related to country programme preparation, the country programme management process, the country programme MTR review and major programme evaluations; and (c) guidance on the preparation and management of the country integrated budget and the Programme Budget Review process at the regional level for clearance of country programme proposals, and on the reporting on MTRs and major programme evaluations.

23. Since 1996, the Executive Board has had three years of experience in the review of country notes and reports on country programme MTRs, and two years of experience with the review of major programme evaluations. The following chapters presents a summary of the themes and issues on which Executive Board delegations have shared comments during that period. They also contain a summary of the secretariat's efforts to follow-up on sharing those comments and exchanging views with cooperating Governments, other national partners such as NGOs, other United Nations system organizations as part of the United Nations resident coordinator system, and other organizations cooperating to improve the situation of children and women.

IV. Review of country notes

24. The purpose of the country note is to present preliminary ideas regarding the mix and weight given to programme strategies and priorities, and to describe briefly the context of national activities and how proposed UNICEF cooperation fits within the overall national effort, complements the roles of other development partners and builds on lessons learned. The importance of the principle that the cooperating Government has the primary responsibility for the formulation of the country programme, as well as for the coordination of all types of external assistance, has been of widespread interest during the Board's review of country notes. In general, the role of national Government leadership is prominent, as witnessed, for example, by the following: (a) Governments extending the process of consultation for the preparation of the country programme strategy to a number of NGOs, other international donors and resident missions of donor countries, and members of the UNICEF Executive Board; (b) national authorities incorporating the concluding observations of the Committee on the Rights of the Child into the country situation assessment and problem analysis on children and women; (c) the increasing involvement of relevant local government bodies in the strategy formulation process; and (d) making provision for drawing on the participation of children in programme formulation. While there is still scope for more complete application of this key principle, there has been improvement in its application over the three-year period.

25. The reviews of the Executive Board have covered a number of subjects related to the quality of the proposed country programme strategies presented in the country notes. Although some country notes have been cited as having desirable linkages between the situation analysis, lessons learned from present and past cooperation and the proposed country programme strategy, there remain areas in which the comments of delegations indicate the need for further improvement. On the whole, the linkage between the summary situation assessment and analysis frequently is seen as appropriate, while there has been both praise and concern expressed for reporting on lessons learned. Some delegations have commented that there should be a more in-depth analysis of the impact of lessons learned and how they will be more clearly applied in the proposed country programme strategy. In this connection, the secretariat is promoting more regional and interregional sharing of programme experiences and lessons learned on subjects related to priorities of individual country programmes as well as on those which are corporate programme priorities for the

period 1998-2000, such as the reduction of gender disparities in primary education and maternal mortality.

26. The reviews of country notes also have underscored the importance of greater clarity with respect to proposed priorities and programme objectives, and, in a number of instances, some comments from delegations indicated that these criteria have been somewhat, though not entirely, fulfilled. A perceived lack of clarity may arise because the country notes themselves have indicated that country programme objectives and strategies are designed to be responsive to possible changes in the country environment, a lesson learned that some country notes have cited from both past and current cooperation. A related topic is the balance between consistency in presentation of programme information in the country note, on the one hand, and a concern with consistency in presentation, on the other. An overall view is that country notes should not become standardized to the point where one is virtually indistinguishable from another. In this context, the secretariat has standardized the format, while encouraging the presentation of those special features of each country programme strategy which respond to the important and key elements of the situation of children and women in the country.

27. The secretariat has paid considerable attention to the formulation of the core country programme strategy to be supported through general resources and the portion of the country programme strategy to be supported through a proposed level of supplementary funding.

28. In addition, the secretariat is following up on the comments of Executive Board members, especially in accordance with a number of priority subjects. First, each country note should present a balance between the quest for precision and comprehensiveness, on one hand, and the four-page length limitation, on the other. The process of country strategy formulation benefits considerably from decentralized support from regional offices and regional management teams, including the incorporation of regional perspectives on issues related to children's and women's rights in proposed country programme strategies. The overall programmatic substance of country programme strategies is compatible with the development concepts of the Organisation for Economic Cooperation and Development, e.g. poverty alleviation, women's empowerment and under-five mortality reduction for the year 2015; the goals of the World Summit for Children and other global conferences; and increasing national efforts to fulfil the provisions of the Convention on the Rights of the Child as well as the Convention on the Elimination of all Forms of Discrimination against Women.

29. In implementing the provisions of decision 1995/8, the secretariat has identified a number of priorities, including: (a) more satisfactory articulation of linkages between the situation assessment and analysis, and lessons learned from programme experiences and proposed objectives and strategies; (b) drawing more fully on the reports of States Parties regarding progress in fulfilling the provisions of the Convention on the Rights of the Child and the corresponding concluding observations of the United Nations Committee on the Convention on the Rights of the Child for situation assessment and analysis, lessons learned and explaining how UNICEF cooperation fits into national social development priorities for children and women; (c) the effective application of a rights-based approach to programming for children and women; (d) clarification of the strategic role of UNICEF cooperation as compared to the contributions of other donor organizations and partners, and in ways that are more clearly explained; (e) clearer articulation of major features of strategies related to national capacity-building and sustainability; (f) the implications that programme strategies may have with respect to the role of UNICEF in country programme management and for the availability of both general resources and supplementary funding; and (g) the role of monitoring and evaluation in the country programme strategy.

V. Country programme mid-term reviews

30. A number of delegations have expressed appreciation for the wealth of information contained in the regional reports on country programme MTRs, and welcomed the candour and honesty in acknowledging problems as well as achievements encountered during the implementation of country programmes. The MTR process has provided information about new initiatives, achievements and constraints, insights into what has been working and what has not been working well to improve the situation of children and woman, as well as analysis of programme management issues, evolving programme strategies and fund-raising difficulties. The secretariat recognizes that the MTR serves as a major milestone in country programme implementation, indicating ways in which the country programme strategy might need to be adapted to respond to changing country situations.

31. Appreciation also has been expressed for the quality of the guidelines on the preparation of the MTR

that have been shared with country and regional offices. However, it was felt that MTR summaries tend to describe achievements, sometimes without comparing them to targets or explaining sufficiently what might be needed to accelerate progress.

32. A number of delegations have underlined the importance of the MTR exercise to ensure that programme implementation is on track and to improve programme impact and efficiency. For example, MTRs have acknowledged that initial programme objectives seemed to have been overly ambitious. The fact that shortfalls in supplementary funds contributions were identified suggested that targets for supplementary funding should be adjusted so that they are more realistic, especially in view of the current climate of resource constraints. The importance of adequate funding and of strategies to strengthen local institutional capacity to ensure programme sustainability also was emphasized.

33. The section on lessons learned was considered to be very useful, but a number of delegations commented that, in several instances, UNICEF had overstated the impact of its own assistance. UNICEF often worked with a range of partners in a particular sector, all of whom could take some of the credit for achievements. Therefore, the documents should contain a more analytical assessment of the involvement of government, bilateral and multilateral agencies. Thus, the steps taken to improve coordination in country programmes also should be reported. In response to those suggestions, the secretariat has been encouraging the cooperating Government to extend the participation of multilateral and bilateral donors, among others, in the MTR process in a manner similar to that in the country programme preparation process.

34. The secretariat also agrees that country reports on MTRs should describe in a clear manner changes in programme structure and activities to be carried out as a result of the MTRs. This would be a way to monitor the timeliness and responsiveness of the country programme process to changing needs and priorities of countries. It is vital that UNICEF demonstrate the versatility and flexibility required to support national efforts to respond to changes in the needs of children and women.

35. The secretariat is giving organization-wide attention to a number of implementation measures related to the MTR in accordance with the provisions of decision 1995/8. The secretariat is re-emphasizing, through programme guidance and dialogue with all UNICEF offices, its strong commitment to make UNICEF more of a learning organization in order to achieve maximum relevance and impact of country programmes of cooperation for children and women. Efforts are under way to ensure that MTR summaries are presented in a more systematic manner with the adoption of the format introduced by the Eastern and Southern Africa Region as the standard for the organization. MTRs are being used as tools for programme monitoring and, in this context, they are one important way to help national authorities improve capacities for monitoring policies and programmes for children and women on a country-wide basis. The aim of all country programmes of cooperation is to help the country achieve its national goals for children and women. In that context, the MTR of country programme cooperation becomes a genuine reflection of what UNICEF is doing to support the country in achieving its goals.

VI. Review of major programme evaluations

36. The comments of delegations on some aspects of the MTR reports, such as the need to improve their analytical quality, also apply to programme evaluations. Additional information was requested on how the conclusions and recommendations of major evaluations and studies are being used. A number of delegations also have noted with appreciation that monitoring and evaluation functions are being strengthened as part of the efforts to ensure more effective country programming. In response, the secretariat is stressing that all future reports should provide concise information about how routine monitoring, thematic and sectoral evaluations, studies and general analysis of the socio-political environment have contributed to the reorientation and refinement of country programmes of cooperation.

37. Some delegations have pointed out that, although lessons learned from major evaluations are of considerable interest, they are often phrased in very general terms, and that more analysis of causes and possible remedial action is needed. A number of delegations have advised on the need for more specific details about the contribution of UNICEF, showing more clearly the connection between UNICEF inputs and development outcomes. Delegations have commented on evaluation methodologies, and encouraged the wider use of participatory methods involving programme beneficiaries, including children, as well as more attention to the evaluation of the effects and impact of programmes. Some delegations also have commented on the need for the involvement of Government and other partners in the evaluation process in order to contribute to national

capacity-building for monitoring and evaluation, and to build stronger ownership of the evaluation recommendations, thus facilitating their implementation. It was important to use qualitative techniques, especially in programme areas, such as capacity-building and participation, that do not lend themselves to the more familiar quantitative techniques.

38. The review of both evaluations and MTRs included comments from delegations on shortcomings and problems in such areas as community participation and social mobilization, coordination, planning and decentralization. The challenge for UNICEF is to improve the use of lessons learned and their systematic application so as to avoid continued recurrence of the problems. A related challenge is the need for UNICEF and its partners to more fully capitalize on the wealth of experiences and learning from the large volume of evaluations and studies, and to encourage wide access to and utilization of the evaluation database. The secretariat is responding through improved communication and the use of new information technology. A website has been established to disseminate evaluation results and findings, statistical data and methodological information. This is complemented by a newsletter and working paper series, and the CD-ROM of the updated evaluation database (currently 7,400 evaluations and studies) that is distributed annually to all offices. Global and regional meetings and electronic networking with professional associations and institutions also are helping to strengthen linkages between programming practice and evaluation knowledge.

39. Evaluation procedures and practices, roles and responsibilities at country, regional and headquarters locations, and the degree of adherence of country programmes of cooperation to evaluation requirements, also were discussed. The secretariat has delegated responsibility and accountability in this area as follows: the country offices are responsible for collaboration with national authorities in developing and implementing the agreed monitoring and evaluation plans, while regional offices are responsible for providing technical support to country offices, organizing professional networking and training, and undertaking regional thematic evaluation and reviews, in light of regional evaluation priorities and plans. The Division of Evaluation, Policy and Planning at headquarters is responsible for developing evaluation policies, procedures and methodologies; undertaking policy and thematic evaluations; maintaining the global evaluation database; disseminating evaluation findings; and synthesizing global lessons learned.

40. The secretariat is instituting a number of measures aimed at further strengthening programme evaluation work in the context of the country programme of cooperation. They include: an explicit management commitment to strengthen the quality and relevance of evaluative work; staff training; recognizing and promoting good evaluation practice; broadening the range of methodologies; and providing support at regional and country levels. Overall, the promotion of a "pro-evaluation culture" has made an important contribution to strengthened oversight and accountability, improved programme performance and organizational learning, and strategic planning.

41. In addition, the trend in evaluation work is to give more attention to rights, protection and other strategies that have been identified, including the involvement of children in evaluation activities. The latest Board session on major evaluations reflected the increasing consideration of children's rights in UNICEF work, with the Convention on the Rights of the Child serving as a reference to monitor the situation of children and assess the impact of programmes. Among the themes highlighted were the role of national mechanisms to monitor implementation of the Convention, the collection and analysis of data to help identify and reach the most vulnerable children, the application of the principles of non-discrimination and of the children's right to participate, the attention paid to children requiring special protection, and the relevance of accountability and the participation of Governments in implementation of the Convention.

VII. Conclusion

42. The secretariat continues to undertake implementation measures related to decision 1995/8. The secretariat expects that the assessment of the pilot experiences of 18 countries with respect to establishment of UNDAF will have significant implications for: (a) ongoing collaboration of UNICEF with other funds and programmes in the United Nations Development Group with respect to programme harmonization, e.g. the CCA; and (b) further economizing and streamlining of UNICEF programming procedures and instruments in a manner consistent with the organization's mandate to support national policies and programmes that positively affect the lives of children and women.

VIII. Draft recommendation

43. The Executive Director *recommends* that the Executive Board adopt the following draft recommendation:

The Executive Board,

Having reviewed the report on the consideration and approval process of CPRs (E/ICEF/1998/P/L.22), and *bearing in mind* the possible implications of the assessment of the pilot phase of UNDAF on this process,

Requests the secretariat to inform the Executive Board, no later than the second regular session in 1999, if any changes to the approval process are required as a result of the findings of the above-mentioned assessment.

Annex I

Country notes submitted to the Executive Board

	1996	*1997*	*1998*
Eastern and Southern Africa	Comoros Lesotho Malawi Namibia Sao Tome & Principe South Africa United Republic of Tanzania Zambia		Angola Kenya
West and Central Africa	Central African Rep. Côte d'Ivoire Gabon Guinea Nigeria Senegal Togo	Cameroon Guinea-Bissau Mali	Benin Equatorial Guinea Gambia Mauritania
Americas and the Caribbean	Argentina Belize Chile Costa Rica Cuba Dominican Republic El Salvador Guatemala Jamaica Nicaragua Panama Uruguay	Bolivia Venezuela Multi-country programme for the Eastern Caribbean	Ecuador
East Asia and the Pacific	Malaysia Mongolia Pacific island countries	Lao People's Democratic Rep. Papua New Guinea	Philippines Thailand
South Asia	Bhutan Nepal Sri Lanka	India	Maldives Pakistan
Middle East and North Africa	Lebanon Morocco Oman Sudan Tunisia	Jordan	Djibouti
Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States	Moldova Turkey		

Annex II

Country programme mid-term reviews submitted to the Executive Board

	1996	*1997*	*1998*
Eastern and Southern Africa	Rwanda	Botswana Kenya Mozambique	Ethiopia Zimbabwe
West and Central Africa	Cameroon Congo Guinea-Bissau Mali	Benin Equatorial Guinea Mauritania	Cape Verde Niger
Americas and the Caribbean	Bolivia	Colombia Ecuador Haiti Multi-island programme for the Eastern Caribbean	Guyana Paraguay
East Asia and the Pacific	Lao People's Democratic Rep. Papua New Guinea	Democratic People's Republic of Korea Philippines Thailand	
South Asia	Bhutan Nepal Sri Lanka	Maldives	
Middle East and North Africa	Iran (Islamic Republic of) Jordan Yemen	Djibouti	
Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States			Armenia Azerbaijan Kazakhstan Kyrgyzstan Romania Tajikistan Turkmenistan Uzbekistan

Annex III
Summary of major evaluations submitted to the Executive Board

	Eastern and Southern Africa		West and Central Africa		South Asia		Middle East and North Africa		Americas and the Caribbean		East Asia and the Pacific		CEE/CIS/ Baltic States		GRAND TOTAL FOR 1997	GRAND TOTAL FOR 1998
	1997 MAR	1998 JAN	1997 MAR	1998 JAN	1997 MAR	1998 JAN	1997 MAR	1998 JAN	1997 MAR	1998 JAN	1997 MAR	1998 JAN	1997 MAR	1998 JAN		
Health		1	7	10						2	1	1		3		
Nutrition					3	3		1	1					2		
Education			2		2	1	1	1			1			1		
Water and environmental sanitation			5						1			1				
Social mobilization	1	1										1				
Children in especially difficult circumstances								1	3	3		1		1		
Area-based			1					1		2						
Women						1										
Poverty and income generation	2				2		1	1		1		1				
Training		1														
Emergency				1												
Country programme evaluation/review		1	1	3					1							
TOTAL FOR 1997	3		16		7		2		6		2		n/a		36	
TOTAL FOR 1998		4		14		5		5		8		5		7		48

Total major programme evaluations reported during 1997 -1998 (36 + 48) = 84